



# NEWSLETTER



2002, 2004-09



2003



2008 President's  
Award for Most  
Outstanding  
Chapter



## UPCOMING EVENTS

### SoCal SPIN Meeting

**Managing the Governmental Enterprise: The Basis for Legislative Mandates for Enterprise Architecture in Federal Agencies and the Department of Defense**

Presenter: Dr. Beryl Bellman, Ph.D

When: Friday, September 10, 2010, 9:00 a.m.—Noon

Where: Northrop Grumman E2 Presentation Center  
2264 Marine Ave., Redondo Beach

Admission: Free

See page 9 for details

### September Speaker Meeting

#### **What Are You “Weighting” For?**

Presenter: Arde L. Bedjanian, President, GreenDart Incorporated

When: Tuesday, September 14, 2010, 5:30—8:30 p.m.

Where: The Aerospace Corporation  
200 North Aviation Blvd., Building D8, El Segundo

Cost: Members—Free, Non-Members—\$10

See page 2 for details

### September Professional Networking Event

When: Tuesday, September 21, 2010, 5:30—8:00 p.m.

Where: Cozymel's Mexican Grill  
2171 Rosecrans Avenue, El Segundo

Cost: No-host bar, Chapter will host light appetizers

See page 1 for details

### INCOSE-LA Mini-Conference

When: Saturday, October 16, 2010

Where: Loyola Marymount University

See insert on page 3

Want to volunteer? Contact Dick Emerson at  
remerson9@gmail.com

## ***SAVE THE DATE***

### December Speaker Meeting

**Systems Engineering Return on Investment**

Presenter: Eric Honour

When: Tuesday, December 7, 2010 (tentative)

Details in development!

### CSER 2011: Conference on Systems Engineering Research

When: April 14-16, 2011

Where: Crowne Plaza Hotel, Redondo Beach, CA

Call for papers. See insert on page 5

Volunteers wanted! See page 2 for details

## September Professional Networking Event

By Nehal Patel

Join the INCOSE-Los Angeles Chapter for an evening of networking with board members and chapter members as we we get together for our quarterly professional networking event at Cozymel's Mexican Grill, in El Segundo, on Tuesday, September 21, 2010, from 5:30—8:00 p.m. We plan to discuss and assign volunteering needs for the 2010 Mini-Conference coming in October. This is a great opportunity for members to become more involved!

INCOSE-LA will provide light appetizers with a no-host bar. This event is limited to the first thirty members who R.S.V.P. by September 16. Please R.S.V.P. online at <http://www.incose-la.org> and look for September 21<sup>st</sup> event, or by sending an e-mail to [registration@incose-la.org](mailto:registration@incose-la.org) (include “INCOSE-LA September Networking Event” in subject line). You must R.S.V.P. to attend this event.

Cozymel's Mexican Grill is located at 2171 Rosecrans Avenue, El Segundo. From the 405 heading south toward LAX: Take exit 43B, Rosecrans Ave-West toward Manhattan Beach. From the 405 heading north from Long Beach toward LAX: Take exit 43, Rosecrans Ave. Turn left at W. Rosecrans Ave. (look for signs for El Segundo). Once on Rosecrans Ave., travel west toward Manhattan Beach. Cozymel's will be on the right at the corner of Apollo and Rosecrans.

For additional event details contact Nehal Patel, phone 949-274-0387 or e-mail [Nehal\\_P1\\_Patel@raytheon.com](mailto:Nehal_P1_Patel@raytheon.com).

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## SEPTEMBER SPEAKER MEETING

# What Are You “Weighting” For?

**Presenter:** Arde L. Bedjanian,  
President, GreenDart Incorporated

### PARTICULARS

**When:** Tuesday, September 14, 2010, 5:30—8:30 p.m.

**Where:** The Aerospace Corporation  
200 North Aviation Blvd., Building D8, El Segundo  
*Remote sites will be available.*

**Cost:** Members-*FREE*; Non-members-*\$10.00*

### Meeting Agenda:

5:30 - 6:20 p.m. Registration, networking, refreshments

6:20 - 6:30 p.m. Welcome and announcements

6:30 - 7:45 p.m. Presentation followed by questions and answers

*Substantial refreshments will be provided at the host site.  
(Contact Remote Site POCs for more information regarding  
refreshments at remote site locations.)*

**ABSTRACT:** The concept and purpose of Verification and Validation (V&V) is straight forward. It assures that a product, service, or system meets specifications and fulfills its intended purpose. Performing complete V&V can be very expensive. Therefore, many customers desire targeted V&V efforts focused on greatest payoff areas. So, where are these payoff areas and how do they drive and define V&V tasking?

The question we seek to answer through this discussion is: How do we target our V&V efforts and, based upon those targeted efforts, how do we define the subsequent V&V tasking?

This discussion will include an introduction to a risk identification and weighting process known as Criticality Analysis and Risk Assessment (CARA). CARA is a key element of any successful V&V program. From the CARA results we will then introduce the concept of risk-driven V&V tasking.



From this discussion we expect the audience will gain a better appreciation for risk-focused V&V and understand the available strategies required to execute a successful V&V program.

**BIOGRAPHY:** **Arde Bedjanian** founded GreenDart in April 2009. Prior to starting GreenDart, Mr. Bedjanian served as Vice-President and General Manager of Alliant Techsystems' (ATK's) Mission Research and Technical Services division and served as the Vice President of ATK's Services Cross Business Team. Prior to ATK, Mr. Bedjanian was Vice President of Northrop Grumman's Surveillance Planning and Battle Management business unit.



Throughout his professional career Mr. Bedjanian focuses his efforts towards improving execution performance as the key driver towards exceeding organizational objectives.

Mr. Bedjanian is technically accomplished in embedded and general computer software systems, mission critical software systems Independent Verification and Validation (IV&V), and

space and airborne systems software development and modeling and simulation.

Mr. Bedjanian received his Masters of Business Administration from George Mason University and received his Artium Baccalaureus degree in Astronomy from the University of California, Berkeley.

**R.S.V.P.:** R.S.V.P. by registering online at <http://www.incose-la.org> or by sending an email to [registration@incose-la.org](mailto:registration@incose-la.org) (please include “INCOSE-LA September Meeting” in subject line). Please be certain to indicate the site at which you will be attending. R.S.V.P. to attend. NO EXCEPTIONS for Aerospace and Boeing sites. If you are uncertain whether or not you'll be able to attend, DO make a reservation. Additional requirements for the different locations are below.

**Host Site—The Aerospace Corporation, El Segundo:** Please complete R.S.V.P. (U.S. citizens and resident aliens by September 10, foreign nationals by September 7). Please bring your picture identification (driver's license, passport, or green card) to the meeting. **Site contact:** Susan Ruth, phone 310-336-6765, e-mail [susan.c.ruth@aero.org](mailto:susan.c.ruth@aero.org)

### Remote/Webcast Sites

**Boeing, Huntington Beach:** R.S.V.P. by September 10. Attendance at this site is limited to U. S. citizens and resident aliens; we regret that foreign nationals will not be able to attend at this site. Please bring your picture identification (driver's license, passport, or green card) to the meeting. Site contact: Beth O'Donnell, phone 714-837-6924 or e-mail [elizabeth.l.o'donnell@boeing.com](mailto:elizabeth.l.o'donnell@boeing.com).

**Antelope Valley/Palmdale:** Open to all. Contact Mike Wallace, phone: 661-540-0290, e-mail: [m.wallace@ngc.com](mailto:m.wallace@ngc.com).

**DIRECTIONS TO AEROSPACE:** From the 405, head west on El Segundo Boulevard, and turn right on Aviation Boulevard (north). Building D8 is less than 1/4 mile on the right.

## Volunteer Opportunities: CSER Wants YOU!

Thinking about getting more involved with INCOSE-LA? Here's your chance!

We are currently staffing volunteer positions to help with the upcoming Conference for Systems Engineering Research (CSER) to be held April 14-16, 2011, in Redondo Beach. Planning is now underway.

As our Chapter has commenced event planning activities, we are seeking a leader to fill the role of CSER Conference Chair. In addition, the following positions are also currently open: Registrar, Publicity Chair, Finance Chair, Inter-organizational Liaison, Publications, Exhibits, Audio-Visual, Website-execution, and Website-content.

If any of these jobs sound interesting and if you want to become a more active member, please contact INCOSE-LA President Rosalind Lewis at [rosalind.lewis@aero.org](mailto:rosalind.lewis@aero.org).



**International Council on  
Systems Engineering (INCOSE)**  
Los Angeles Chapter  
*is proud to host the*



# 2010 Mini-Conference

Saturday, October 16, 2010 - 8:00 am to 5:00 pm

**Loyola Marymount University**  
1 LMU Drive, Los Angeles, CA 90045



## “Increasing the Value of Systems Engineering’s Portfolio to Our Stakeholders”

Presentations on the value of systems engineering

- *Examining the alignment, collaboration, and integration between adjacent business segments*
- *Assessing the measurement and correlation between SE performance and product/service success*
- *Architecting the front end for optimum performance, project execution, and customer satisfaction*
- *Systems engineering for value-adding capabilities*
- *Analyzing SE effectiveness in industry, government, and commercial programs*
- *Balancing program cost, performance, schedule, and risk*
- *Learning from the private sector*

### Keynote Speakers:

**Dr. Jack Murphy**

VP of Systems Engineering and System of Systems Engineering and  
VP of Mission Assurance for Boeing Defense Systems

**Dr. Azad Madni**

Prof of Systems Architecture and Engineering, USC, and  
CEO, Intelligent Systems

***plus* Panel discussion by prominent leaders in our profession**

**Plan on attending this special one-day event – an opportunity  
to listen, learn, discuss, and share with fellow professionals.**

**\*\* Breakfast and lunch buffets included \*\* Exhibitors \*\***

| Registration Fees        | Before<br>Sept 16, 2010 | Sept 16 through<br>Oct 8, 2010 | On-site |
|--------------------------|-------------------------|--------------------------------|---------|
| INCOSE Member            | \$95                    | \$120                          | \$140   |
| Non-member               | \$120                   | \$135                          | \$150   |
| Student or Senior Member | \$65                    | \$70                           | \$80    |

See our *Newsletter* and visit our website <http://www.incose-la.org> for more details.



**CSEA** 2011  
**CONFERENCE ON SYSTEMS  
ENGINEERING RESEARCH**  
An International Conference

# Call for Papers

## Ninth Annual Conference on Systems Engineering Research

April 14-16, 2011

Crowne Plaza Redondo Beach & Marina Hotel  
Redondo Beach, California

<http://www.incose-la.org/cser2011/>

### ■ Topics

We invite original research papers addressing the conception, design and architecting, development, modeling and simulating, production, operation and support of these systems; definition of metrics of performance, and improvement methods; assessment and mitigation of risks; definition of critical success factors, and best practices. The refereed research papers at the conference will be complemented with invited talks. Papers are invited in the following broad areas:

- Model-based Systems Engineering
- Value-based, Lean, Agile Systems Engineering
- System Security Engineering
- Integration of Physics-based and Information-based Models
- Social Networks and Graph Theory
- Early Stage Design Concepts and Economic Value of lities
- Uncertainty and Complexity Management
- Systems Architecting and Architecture Tradeoff Analysis
- Cognitive Engineering and Human-Systems Integration

### ■ Papers

Papers must include:

1. A Title
2. Full Author Name and Affiliations
3. Complete Address for the Corresponding Author

Doctoral candidates pursuing systems engineering related research are specially encouraged to submit papers. One technical track at the C-SER'11 will be devoted to papers by doctoral candidates. Please submit your paper electronically in Microsoft Word (not to exceed 10-pages) to: [cser2011@usc.edu](mailto:cser2011@usc.edu)

**Conference Honorary Chair:**

George Friedman, USC

**Conference General Co-Chairs:**

Azad Madni (USC) and Elliot Axelband (RAND)

**Technical Program Co-Chairs:**

Roger Ghanem (USC) and Marilee Wheaton (Aerospace Corporation)

The University of Southern California in collaboration with Stevens Institute of Technology presents the 9<sup>th</sup> annual Conference on Systems Engineering Research.

The primary conference objective is to provide practitioners and researchers in academia, industry, and government a common platform to present, discuss and influence Systems Engineering research with the intent to enhance Systems Engineering practice and education. Papers are solicited pertaining to research in all these areas.

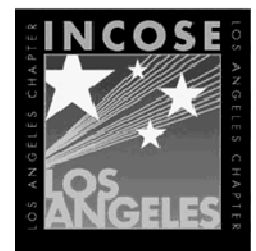
*Organized by the University of Southern California (USC) in collaboration with Stevens Institute of Technology, managed by the Los Angeles Chapter of the International Council on Systems Engineering (INCOSE) and additionally, co-sponsored by others.*

### ■ Milestones

Full Paper submission: Oct. 15, 2010

Acceptance notification: Jan. 4, 2011

Camera ready copy due: Feb. 4, 2011





## Mini-Conference Coming Oct 16 Register Now!

By Richard Cline and Beth O'Donnell

On October 16 the Los Angeles Chapter of INCOSE will host the 2010 INCOSE-LA Mini-Conference at the Loyola Marymount University campus. The theme this year is "Increasing the Value of Systems Engineering's Portfolio to Our Stakeholders". This Mini-Conference will address a "self examination" of Systems Engineering through presentations and discussions addressing (1) the 'goodness' of the systems engineering portfolio (the collection of tools, processes and techniques for effectively implementing systems engineering on a program or project), (2) methods to increase the effectiveness of our portfolio, and (3) thoughts on how we can increase our customers' demand for our portfolio. The intent underlying the theme is to capture the essence of the INCOSE mission and goals, and presentations are expected to cover an array of relevant systems engineering domains and issues.

The morning keynote speaker for the Mini-Conference will be Jack Murphy, Ph.D., Vice President of Systems Engineering and Mission Assurance for Boeing Defense Systems. An afternoon keynote address will be given by Azad Madni, Ph.D., Professor of Systems Architecture and Engineering at USC, and CEO of Intelligent Systems. This year's single track conference will offer three speaker sessions (with a total of nine presentations), and a panel discussion related to the conference theme, moderated by Roz Lewis and with interactive audience participation. Panelists include: Jack Ring, Ed Conrow, Ph.D., Jack Murphy, Ph.D., and Azad Madni, Ph.D., with an additional unconfirmed panelist representing the commercial sector.

This Mini-Conference is an opportunity for systems engineering practitioners in various industries to learn from the perspectives and experiences of others. Additionally, attendees will have opportunities to network and to visit a number of exhibitor booths, providing information on products or employment opportunities. Registration fees are reasonable, and include conference attendance and buffet breakfast and lunch. Discounts are available through the early registration date of September 15, 2010. For more information, refer to the flyer included with this newsletter, or refer to the INCOSE-LA website at <http://www.incose-la.org/events/conferences/mini-conference-2010>.

### **\*Stay Connected\***

**Get the latest on  
INCOSE-LA happenings  
in the Reflector e-mails**

**If you wish to be placed on our e-mail distribution,  
contact Susan Ruth  
[susan.c.ruth@aero.org](mailto:susan.c.ruth@aero.org)**



**Make sure your systems engineering  
career is on the right track**

**Become certified!**

**INCOSE  
Certified Systems Engineering Preparation  
(CSEP)**

**ASE Consulting is offering CSEP training  
INCOSE SE Handbook version 3.2**

**Michael E. Krueger, CSEP**  
[michael.krueger@ase-consult.com](mailto:michael.krueger@ase-consult.com)  
**714-674-0406**

### **Membership Renewal Reminder**

INCOSE-LA would like to thank all of its active members for renewing their memberships. In the last two months, thirty-two members have renewed; in addition, we have gained twenty-nine new members.

If you are still considering whether or not to renew, consider the benefits that the INCOSE membership provides. An INCOSE membership can help expand your view of the engineering of complex systems and your knowledge of the many aspects of the practice. Project managers, software and hardware engineers and product developers are joining INCOSE to learn how to use the systems engineering process and apply it to their industries. INCOSE is a network of over 7,000 systems engineers world-wide, and with your membership renewal, you will continue to receive our monthly newsletter and INCOSE electronic publications, among other benefits.

If you are currently an active member but not getting INCOSE E-Notes, your email address may not be valid, or your SPAM filter may be overly enthusiastic. You can verify your contact information on-line at <http://www.incose.org> - click on "View / Update your Member Record" (left column).

We look forward to having you as an active INCOSE member all year. Check out all of the INCOSE benefits or renew your membership now - on-line at <http://www.incose.org>.

# DECEMBER SPEAKER MEETING Systems Engineering Return on Investment (ROI)

Presenter: Eric Honour

## PARTICULARS—Tentative

When: Tuesday, December 7, 2010

Where: TBD

Cost: Members-*FREE*; Non-members-*\$10.00*

## Meeting Agenda:

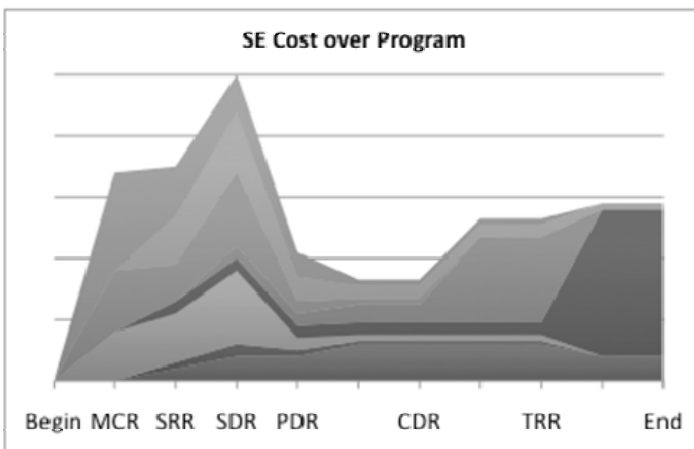
5:30 - 6:20 p.m. Registration, networking, refreshments

6:20 - 6:30 p.m. Welcome and announcements

6:30 - 7:45 p.m. Presentation followed by questions and answers  
*Substantial refreshments will be provided at the host site.*

**Abstract:** Systems engineering is believed to have high value in the development of complex systems, but until recently there has been little data to quantify that value. Now, Eric Honour is presenting the results of over a decade of research into the quantified value of SE.

These major results, based on interviews with 51 programs,



show the statistically proven relationships between systems engineering (SE) activities and the technical, schedule and cost success of programs. The results show that nearly all SE activities correlate with better project success, and provides detailed values that begin to answer how much is enough. Results also show, somewhat surprisingly, that current SE activities do not correlate with the technical quality of the product systems.

You won't want to miss this truly seminal information!

**Biography:** Eric Honour has been in international leadership of the engineering of systems for over a dozen years, part of a 40-year career of complex systems development and operation. His energetic and informative presentation style actively involves class participants.

He was the founding Chair of the INCOSE (International Council on Systems Engineering) Technical Board in 1994, was elected to INCOSE President for 1997, and served as Director of

## For up-to-the-minute event details:

- ◆ Check future editions of the Newsletter
- ◆ Watch your email for the Reflector
- ◆ Visit the INCOSE-LA website at <http://www.incose-la.org>

the Systems Engineering Center of Excellence (SECOE). He was selected in 2000 for Who's Who in Science and Technology and in 2004 as an INCOSE Founder. He is on the editorial board for *Systems Engineering*.



He has been a systems engineer, engineering manager, and program manager at Harris Information Systems, E-Systems Melpar, and Singer Link, preceded by nine years as a US Naval Officer flying P-3 aircraft. He has led or contributed to the development of 17 major systems, including the Air Combat Maneuvering Instrumentation systems, the Battle Group Passive Horizon Extension System, the National Crime Information Center, and the DDC1200 Digital Zone Control system for heating and air conditioning.

Mr. Honour now heads Honourcode, Inc., a training and consulting firm offering effective methods in the development of system products.

Mr. Honour has a BSSE (Systems Engineering) from the US Naval Academy, MSEE from the Naval Postgraduate School, and is a doctoral candidate at the University of South Australia based on his ground-breaking work to quantify the value of systems engineering.

## Volunteers Wanted for Rapid Development Survey

By Cynthia Frederick

I am a doctoral student at Stevens Institute of Technology who is looking for volunteers to take a survey on systems integration in rapid development projects. My advisor is Dr. Rashmi Jain, and I am building on her research.

The purpose of this survey is to identify the impact each systems integration activity has on a project delivering a system that meets the stated requirements when not doing the systems integration activity. This information will provide guidance for those tailoring systems integration. Your systems engineering experience would provide valuable insight into systems integration.

The survey is located at <http://mysite.verizon.net/vzerclaj/>.



# SoCal SPIN September Meeting Managing the Governmental Enterprise: The Basis for Legislative Mandates for Enterprise Architecture in Federal Agencies and the Department of Defense

Presenter: Dr. Beryl Bellman, Ph.D.

## PARTICULARS

**When:** Friday, September 10, 2010, 9:00 a.m.—Noon

**Where:** Northrop Grumman E2 Presentation Center  
2264 Marine Ave., Redondo Beach

**Admission:** Free, No reservations necessary

*The Southern California Chapter of the Software Process Improvement Network (SPIN) will co-host its September monthly meeting with INCOSE-LA.*

**Abstract:** Dr. Bellman's presentation will cover the background, rationale, and requirements for the mandates to use Enterprise Architecture (EA) in Federal agencies and the Department of Defense (DoD). Dr. Bellman will discuss the mandates from the Office of Management and Budget (OMB); mandates that obligate the use of particular reference models. In addition, Dr. Bellman's presentation will address the current state of development of reference models being used by, and in support of, the DoD. Dr. Bellman's topics will also include a brief overview of the Federal Segment Architecture Methodology as developed by the Federal Segment Architecture Working Group (FSAWG) of the Federal Chief Information Officers Council. The FSAWG was formed at the request of the Chief Architect of the OMB.

The presentation will include comparison mapping of the major frameworks use in the Government, including the Federal Enterprise and the DoD Architecture Framework (DoDAF) 2.0, the Zachman framework, and The Open Group Architecture Framework (TOGAF). Lastly, Dr. Bellman will provide an overview of views and models used in DoDAF 2.0 and a case study to illustrate their application.

**Biography:** Dr. Beryl Bellman is co-founder and Academic Director of the FEAC™ Institute and is a tenured full Professor of Communication Studies at California State University at Los Angeles. He has been involved in teaching, research, publishing, consulting, and project management in the fields of Enterprise Architecture, Knowledge Management, Organizational Communications/Behavior, and distributed e-Learning for forty years. He has an excellent reputation in both academia and professional consulting. He held



faculty and research positions at the University of California at San Diego, SUNY Stonybrook, CUNY Graduate Center, and the California Institute of the Arts. Dr. Bellman was Research Director of the Western Behavioral Sciences Institute prior to his current university position. In addition to academic positions, he has twenty plus years concurrent consulting experience in government and the private sectors, and has been a principal consultant and project manager with three major enterprise architecture consulting and tool vendor companies. He has consulted in enterprise architecture related programs in the public sector for the DoD, Departments of Agriculture, Forest Service, Energy, and Justice, and the Whitehouse for the Executive Office of the President. He has been a contract consultant for NCR, AT&T, ASK, RAND Corporation, and Digital Equipment Corporation - working for their internal and external customers. This included doing EA in the aerospace, DoD, financial, banking, pharmaceutical, entertainment, and manufacturing sectors. He has published several books and over ninety articles. He is a frequent presenter at national and international professional and academic conferences. Dr. Bellman is also the Vice Chair of the Academic Coalition of the Federal Government Industry Advisory Council and Vice-President of the West Coast Chapter of the Association for Enterprise Architecture.

For additional information on this event and other SPIN meetings, go to: <http://www.uces.csulb.edu/spin/events.htm>.

### The Board of Directors wishes to welcome the following new members in the Los Angeles Chapter of INCOSE:

Note: The information listed below is from the member directory and is based upon your initial membership application. If the information is not correct or complete, then please access the member directory (at [www.incose.org](http://www.incose.org)) to update your information.

| Name             | Title                       | Company                           |
|------------------|-----------------------------|-----------------------------------|
| Peter Boyland    | Program Director            | ARINC Engineering Services        |
| David Burchfield | Manager, System Science     | Hamilton Sundstrand Space Systems |
| George Busby     | System Engineer 5           | Boeing                            |
| Miguel Cruz      |                             | SAIC                              |
| Kris Holtzclaw   | Principal Software Engineer | Medical Electronics               |
| Rob Moore        | Manager, Western Region     | Design By Analysis, Inc.          |
| Krishna Namburi  | Sr. Software Engineer       | Medtronic                         |
| Dao Nong         | SW Engineer                 | Boeing                            |
| Ron Watt         | Fellow and Chief Engineer   | ARINC                             |

## INCOSE-LA Chapter NEWSLETTER

Vol. 8: Issue No. 8 September 2010

# INCOSE-LA Chapter NEWSLETTER

Vol. 8: Issue No. 8 September 2010

## Return Address:

800 S. Pacific Coast Hwy. #8-205  
Redondo Beach, CA 90277

## Forwarding Address Requested

The International Council on Systems Engineering (INCOSE) is an organization formed for the purpose of advancing the art and science of systems engineering in various areas of the public and private sectors. Our mission is to advance the state of the art and practice of systems engineering in industry, academia, and government by promoting interdisciplinary, scalable approaches to produce technologically appropriate solutions that meet societal needs.

The Los Angeles Chapter meets several times per year for dinner meetings, and additionally sponsors tutorials and other activities of interest to those in the systems engineering field or related fields. L. A. Chapter officers are as follows:

| <b>Elected Officers</b>  |                        | <b>2010 Board of Directors and Appointed Positions</b> |                                 |
|--|------------------------|--|---------------------------------|
| <b>President:</b>  | Rosalind Lewis         | rosalind.lewis@aero.org                                | or president@incose-la.org      |
| <b>Vice-President:</b>   | Beth O'Donnell         | elizabeth.l.o'donnell@boeing.com                       | or vicepresident@incose-la.org  |
| <b>Past President:</b>   | Eric Belle             | eric_c_belle@raytheon.com                              | or pastpresident@incose-la.org  |
| <b>Secretary:</b>  | Josh Sparber           | joshua.sparber@dcma.mil                                | or secretary@incose-la.org      |
| <b>Treasurer:</b>  | Marsha Weiskopf        | marsha.weiskopf@aero.org                               | or treasurer@incose-la.org      |
| <b>Elected At-Large Directors</b>                                |                        |  |                                 |
| <b>Membership:</b>   | Paul Cudney            | paul.cudney@incose.org                                 | or membership@incose-la.org     |
| <b>Programs:</b>   | John Silvas            | silvas_john@bah.com                                    | or programs@incose-la.org       |
| <b>Systems Engineering Education:</b>                            | Shirley Tseng          | shirleytseng@earthlink.net                             | or setraining@incose-la.org     |
| <b>Ways and Means:</b>   | Shah Selbe             | shah.selbe@boeing.com                                  | or waysandmeans@incose-la.org   |
| <b>Communications:</b>   | Edie Ung               | ma1teez@yahoo.com                                      | or communications@incose-la.org |
| <b>Appointed Positions</b>                                       |                        |  |                                 |
| <b>Newsletter Co-editors:</b>                                    | Edie Ung, Jorg Largent | ma1teez@yahoo.com                                      | or Palmdalejorg@aol.com         |
| <b>Newsletter Production Manager:</b>                            | Lee-Ann Seeling        | Lee-Ann.S.Seeling@raytheon.com                         |                                 |
| <b>Reflector Manager:</b>  | Susan Ruth             | susan.c.ruth@aero.org                                  |                                 |
| <b>Industrial Relations Manager:</b>                             | Jose Garcia, Jr.       | jose.s.garcia-jr@boeing.com                            |                                 |
| <b>Technical Society Liaison:</b>                                | Edmund Conrow          | info@risk-services.com                                 |                                 |
| <b>Chapter Recognition Manager:</b>                              | Michael Maar           | michael.c.maar@boeing.com                              |                                 |
| <b>Lead Site Coordinator:</b>                                    | Anna Warner            | anna.warner@boeing.com                                 |                                 |
| <b>Webcast Event Manager:</b>                                    | Chris Delp             | cdelp@jpl.nasa.gov                                     |                                 |
| <b>Website Technical Manager:</b>                                | Michael Kim            | kim_michael_l@bah.com                                  |                                 |
| <b>Professional Networking Chair:</b>                            | Nehal Patel            | nehal_p1_patel@raytheon.com                            |                                 |
| <b>2010 Mini-Conference Chair:</b>                               | Richard (Dick) Emerson | remerson9@gmail.com                                    |                                 |
| <b>2010 Mini-Conference Technical Program Chair:</b>             | Rick Cline             | richard.g.cline@boeing.com                             |                                 |
| <b>Representative to San Fernando Valley Engineers' Council:</b> | Stephen Guine          | Stephen.Guine@ngc.com                                  |                                 |

Those interested in INCOSE membership please contact Paul Cudney - [paul.cudney@incose.org](mailto:paul.cudney@incose.org). If you wish to be placed on our E-mail distribution, please contact Susan Ruth - [susan.c.ruth@aero.org](mailto:susan.c.ruth@aero.org).